



COUNCIL AGENDA: 8-26-14
ITEM: 6.1

Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: Toni J. Taber, CMC
City Clerk

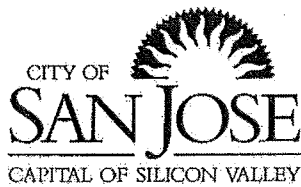
SUBJECT: SEE BELOW

DATE: 8-14-2014

SUBJECT: AIRPORT GROUND TRANSPORTATION PROGRAM

RECOMMENDATION

As referred by the Transportation and Environment Committee on August 11, 2014 and outlined in the attached memo previously submitted by the Transportation and Environment Committee, accept staff's analysis of Councilmember Campos' memorandum dated April 2, 2014 regarding recommended changes to City and Airport taxicab permit procedures.



Memorandum

TO: TRANSPORTATION AND
ENVIRONMENT COMMITTEE

FROM: Jennifer A. Maguire

SUBJECT: AIRPORT GROUND
TRANSPORTATION PROGRAM

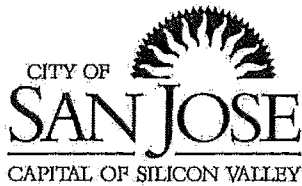
DATE: August 4, 2014

At the recommendation of the Rules and Open Government Committee, on June 10, 2014, the City Council dropped consideration of the May 5, 2014 Transportation and Environment Committee item d(4), regarding the Airport Ground Transportation Program, and referred the item back to the Transportation & Environment Committee for clarification of direction. The original memorandum is re-attached for reference. An additional memorandum is also attached related to the Request For Proposal (RFP) for Airport On Demand Ground Transportation Management, requested by the Transportation & Environment (T&E) Committee at the May 5, 2014 meeting.

Jennifer A. Maguire
Deputy City Manager

Attachments

For questions please contact Teri Killgore, Assistant to the City Manager at 535-8102.



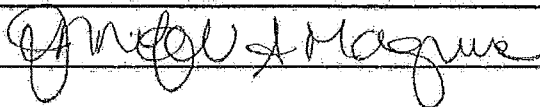
Memorandum

TO: Transportation & Environment
Committee

FROM: Kim Becker Aguirre

SUBJECT: AIRPORT GROUND
TRANSPORTATION PROGRAM

DATE: April 24, 2014

Approved  Date 4-24-14

RECOMMENDATION

Accept staff's analysis of Council Member Campos' Memorandum dated April 2, 2014 for consideration by the Transportation and Environment Committee.

BACKGROUND

On March 4, 2014, the Council adopted a policy for modifying the Airport Ground Transportation program. Since that time, Staff has been working to begin implementation of Council's direction. On April 2, 2014, Council Member Campos presented several recommended amendments and presented to the Rules Committee the request to have Council modify their March 4th direction. The Rules Committee referred the item to the Transportation and Environment Committee for further consideration. Staff's analysis of each of the proposed recommendations are outlined below:

1. **Council Member Campos' Recommendation:** Recommend a 3 year moratorium on any new taxi cab companies from servicing the City of San Jose; after the third year staff should determine through a "needs and necessities" process whether passenger demand supports any new taxi companies' increases in the City of San Jose.

Staff Analysis:

- a. **Airport Impact.** This is a City-wide taxi issue that will have nominal effect on the On Demand Program at the Airport. The Airport has currently authorized approximately 50% of the 16 City of San Jose permitted taxi companies to operate in the Airport's on Demand Program. Therefore, even with this proposed moratorium on City authorized taxi companies, the Airport could see an increase to the number of companies authorized to operate in the On Demand Program. SJC's On Demand Program would be affected more by the change in the quantity of drivers, than in the quantity of authorized companies. Airport staff expects the Dispatch Company awarded the contract to manage taxicab activity by controlling the number of cabs and/or drivers, and number of days assigned on any given day, regardless of the number of authorized taxi companies.

b. Determining Needs and Demand. Establishing an acceptable 'needs and necessities' process to determine a need for new taxi companies may prove problematic and difficult to determine by Airport or City staff for several reasons:

- *Different markets.* The City Council and the Transportation and Environment Committee have received numerous reports over the years related to moratoriums and caps on drivers, vehicles and companies, both at the Airport and in the City-wide market. The two taxicab markets function quite differently. The Airport market is much more responsive to caps on companies and drivers due to the controlled nature of the market, the predictability of demand, and the ability to efficiently determine the right supply to serve demand. In contrast, the City-wide market is much more dispersed geographically, unpredictable in terms of demand, and can be more effectively developed by companies through market development, promotions, and superior customer service.
- *Potential Disincentive.* Although it is a common belief that the San Jose taxicab market has more supply (companies and drivers) than is needed to meet demand, the 2004 Taxicab Service Model Study indicated that San Jose has an underdeveloped taxicab market in comparison to other cities with similar characteristics, and that the San Jose market could be expanded over time by existing and new companies. Placing a moratorium on new companies reduces the incentive or need for existing companies to compete, market their services, and develop their business.
- *Measuring Demand.* Airport passenger demand is not the main driver of City-wide taxicab business. Calls for service directly to taxicab companies through their dispatch systems are the best means to determine demand. Staff thinks that the taxicab industry is in a better position to determine whether market demand may exist to warrant the formation of a new company to enter and serve the City-wide market.
- *Staff Capacity.* Through previous budget reductions, Staff does not have the capacity to scope and conduct a needs and necessities analysis of the broad City-wide taxicab market. Funds would need to be allocated specifically for that purpose.

Whether or not there is a moratorium placed on new cab companies at the City level should not impact service levels at the Airport. The Dispatch Company will manage the number of cars and drivers at the Airport on any given day to ensure waiting times in the Staging Area do not exceed 30 minutes and a sufficient number of cabs are available to meet customer service demand to achieve a five (5) minute or less wait time for the passengers.

2. **Council Member Campos' Recommendation:** Staff should require any new taxi companies to have at minimum 3 years of experience operating taxis in San Jose before they can become qualified to service the Airport.

Staff Analysis: Airport staff currently permits any company that meets the existing Airport operating standards to operate in the On-Demand System. Those operating standards are: employ a minimum of 15 drivers, operate a minimum of 15 cabs, utilize a DOT approved Dispatch System, operate a fleet that is at minimum 25% clean fuel type vehicles, and remain current on payment of invoices. All cab companies and drivers will continue to be held to these standards on a daily basis. The Dispatch Company will continuously monitor and perform inspections to ensure compliance through random audits and oversight by Airport staff. All cab companies and drivers will be held to these standards regardless of the amount of time a company has been permitted to operate in the City.

Council direction given on March 4, 2014 opened up the Airport to new drivers and smaller companies that had previously not been given access to the Airport. This recommendation could effectively delay the implementation of Council direction given on March 4, 2014 for three (3) years for newly formed companies or those new to market. There is no direct impact to service levels at the Airport.

3. **Council Member Campos' Recommendation:** For the first 3 years of the new Airport Ground Transportation Program, to require any new taxi company servicing the Airport to have been DOT GPS approved either on or before March 4, 2014.

Staff Analysis: A number of smaller cab companies had decided not to make the significant investment in a DOT GPS / Dispatch System because of the fact that they had not been permitted access to the Airport in the past. With the Council decision on March 4, 2014 opening the Airport up to these previously non-airport on-demand companies, two currently SJPd licensed companies (All Star Cab and Classic Cab) have moved forward with securing a GPS / Dispatch System and have made the investment. DOT approved both systems on Friday March 28, 2014. Airport staff is told these systems can range from \$20,000 to \$50,000 dollars and beyond.

The March 4, 2014 decision allowed City of San Jose permitted cabs the opportunity to operate at the Airport if they met Airport requirements. By establishing a 3 year waiting period retroactively it effectively delays implementing Council's decision by 3 years and creates unintended consequences for those companies that have expended funds based on the March 4, 2014 Council action. There is no direct impact to service levels at the Airport.

4. **Council Member Campos' Recommendation:** Continue to allow individual drivers to apply for Taxi Driver permits in the City of San Jose.

Staff Analysis: By allowing drivers to continue to apply for permits with the City of San Jose, the Airport's On Demand Program could see a significant increase in the number of drivers. Drivers can affiliate with any company permitted by the City, but there is clearly a value for a driver to affiliate with a company that is authorized to operate in the SJC On Demand Program. This potentially increases the number of taxis authorized to operate at the Airport.

As noted previously, the Airport and the Dispatch Company will manage and control the number of vehicles and drivers present at the Airport on a daily basis per day and per shift. However, adding drivers will result in additional drivers seeking access to the Airport and seeking trips in other areas of the City on their non-airport days. Drivers currently complain about the lack of trips available in the City. Continuing to allow additional drivers to be permitted may reduce trips even further. Ultimately, there is no direct impact to service levels at the Airport.

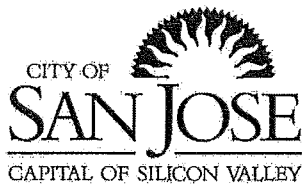
CONCLUSION

Staff has offered analysis on each of the four recommendations from the perspective of impact on operations and service levels of the On Demand system. All four recommendations have direct impacts on the likely revenue each company will be able to generate, but given the management role of the Dispatch Company, all of these changes would be transparent to the Airport and our customers.

/s/

Kim Becker Aguirre
Director of Aviation

For questions please contact Bob Swensen, Airport Operations Manager at 392-3514.



Memorandum

TO: TRANSPORTATION AND
ENVIRONMENT COMMITTEE

FROM: Kim Becker Aguirre

SUBJECT: AIRPORT GROUND
TRANSPORTATION PROGRAM

DATE: July 16, 2014

Approved *Gregory A. Maguire* Date 08-04-14

The purpose of this memo is to provide information related to the Request For Proposal (RFP) for Airport On Demand Ground Transportation Management, requested by the Transportation & Environment (T&E) Committee at the May 5, 2014 meeting.

The following documents will be included in the RFP and are provided for the Committee's review:

On Demand System Guidelines

The On Demand System Guidelines were developed to provide guidance to potential proposers on the RFP regarding the framework under which the On Demand Dispatch System could be managed without offering specific direction or methodology. The guidelines were developed as a follow-up to the Council Action of March 4, 2014, which modified Staff Option 2 "to implement a dispatch system which is open to all SJC authorized taxi companies and to proceed with the Request for Proposal (RFP) process for a dispatch management company."

There have been a number of questions and concerns raised by taxicab companies and drivers related to the new system. The Guidelines are expected to provide clarification to the taxicab industry. It is also envisioned that Proposers for the On Demand Dispatch Manager will formulate their management plans and approaches based on the Guidelines.

Attachment A – System Requirements

The Statement of Requirements defines the principal activities and responsibilities of the Contractor. It includes information related to the initial program set-up, dispatching, reporting, enforcement of rules and regulations, complaint responses, fee collections, staffing and supervision and the Airport's performance standards. Proposers must provide detailed descriptions of their management approach to all of the responsibilities listed. Additionally, the

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Statement of Requirements also details submittals required by the Proposers to allow for a comprehensive evaluation of their proposals.

Airport staff will be available to answer any questions or provide additional information at the August 4, 2014 T&E Committee Meeting.

/s/

Kim Becker Aguirre
Director of Aviation

Attachments

For questions please contact Bob Swensen, Airport Operations Manager at 392-3514.

OPERATING GUIDELINES FOR ON-DEMAND SYSTEM

Guidelines for Dispatch Company

- The dispatch company will accept the names of **ALL** drivers submitted by qualifying cab companies who have indicated a desire to serve the Airport.
- The dispatch company may not limit the number of drivers submitted to the dispatch company by qualifying cab companies.
 - ✓ This requirement holds true for the initial start-up of operations.
 - ✓ When disciplinary or other violations occur regarding companies and/or drivers, the dispatch company is expected to follow their Conflict Resolution Plan and disciplinary procedures to identify, manage, and settle issues fairly, firmly, and in a timely manner.
 - ✓ Dependent upon the severity of the infraction, this may require the dispatch company to suspend or revoke company / driver airport privileges that were initially accepted as part of the start-up operation.
- The dispatch company must demonstrate how they will manage, assign, and dispatch trips in a non-discriminatory manner to qualified individual drivers whose names have been submitted by their company to the dispatch company to create a pool of drivers to serve the Airport.
 - ✓ The dispatch system must be managed by the dispatch company to the best of their ability to meet an expectation that all individual drivers in the Airport driver pool will be assigned trips in a non-discriminatory manner.
 - ✓ Non-discriminatory assignment of trips can be accomplished in different ways and the methodology will be proposed by the bidders to this contract. Trips may be dispatched, but are not limited to, the following methods:
 - ❖ All airport pool drivers assigned to a specific shift (day / evening) receive a fair and equitable number of trips.
 - ❖ All airport pool drivers receive a fair and equitable number of trips on the day they are specifically assigned to the airport.
 - ❖ All airport pool drivers receive a fair and equitable number of trips over a rotational period of time (e.g., the Dispatch Company may distribute an equal number of trips over a number of days depending on how many drivers are in the pool).
- The dispatch company must also make their best effort to limit idle time in the Staging area to not exceed thirty (30) minutes. This could be accomplished by but is not limited to:

- ✓ Controlling the number of drivers serving the airport on a daily basis to not exceed a thirty (30) minute wait time.
- ✓ Controlling the number of drivers serving the airport on a daily basis to ensure each driver maximizes the number of trips they can accomplish over the course of a day / shift.
- ✓ Equally distribute drivers across multiple shifts
- ✓ Equally distribute drivers over a number of days
 - ❖ A well-managed number of drivers assigned to the airport per day / shift could receive more trips per day / shift but may work less days at the airport.
 - ❖ On non-airport days, drivers may pick up additional fares by serving the City.
- ✓ An option will always be available to the dispatch company to call for additional drivers on their non-airport days to serve the airport if demand warrants additional cab service.
- ✓ The dispatch company must establish a methodology to call drivers in when needed. That methodology can be but is not limited to:
 - ❖ Assigning what days of the week a driver will work at the airport and calling in drivers on their non-airport days when demand exists.
 - ❖ Color-coding pools of drivers (red day, blue day, green day, etc.) and calling in blue day drivers on a red day when demand exists.
 - ❖ Calling in afternoon shift drivers during the day shift when demand exists.
- It is not expected, nor would an option be reviewed and approved by the Airport that calls for an equal / identical number of drivers to be assigned to the airport per company despite the size of the company.
 - ✓ For example, Company A has 300 drivers and Company B has 25 drivers and 15 drivers from each company would be assigned to the airport. This is not acceptable.
 - ✓ The number of daily trips will not be equally distributed by the dispatch company among an equal number of drivers from each company.
 - ✓ The number of daily trips will be distributed in a non-discriminatory manner by the dispatch company to each individual driver in the driver pool despite the company they are affiliated with or the size of that company.

Guidelines for Cab Companies

- All cab companies must meet the qualifying criteria to initially and continuously operate at the Airport. Each qualifying cab company must:
 1. Operate at least 15 vehicles
 2. Maintain a pool of at least 15 drivers
 3. Operate a DOT-approved GPS Dispatch System
 4. Continue to remain current on payment of bills / invoices
 5. Meet a standard that 25% of all trips performed by an individual company must be clean fuel driven
 6. Submit the names of drivers who have indicated an interest in operating at the Airport to the Airport Dispatch Company that the cab company believes will satisfy Airport demand while also assigning drivers to the City that meets the company's business needs and business model, while providing a high level of customer service.
 7. Cab companies are encouraged to rotate driver assignments (if necessary) among the drivers who have indicated an interest in driving at the Airport to provide non-discriminatory access to the Airport while balancing Airport access with a need to maintain a level of service and cab availability in the City.

Guidelines for Cab Drivers

- All drivers who want to drive at the Airport must submit their name to their affiliated cab company.
 - The cab company will submit the names of the driver's to the Dispatch Company that the cab company feels is necessary to meet Airport demand while balancing the need to assign drivers to the City to maintain an expected level of service.
 - A pool of drivers will be created that the Dispatch Company will manage and assign operating times and trips at the Airport.
 - All drivers will be treated and assigned trips in a non-discriminatory manner when assigned to the Airport.
 - Drivers who feel they are not being treated fairly by their affiliated company to work at the Airport can elect to affiliate with a different cab company to gain access to the Airport.
- All drivers must comply with customer service, appearance, and behavior standards set by the Airport.

ATTACHMENT A STATEMENT OF REQUIREMENTS

The following Operational Requirements defines the principal activities and responsibilities of Contractor for the City for Airport On-Demand Ground Transportation Management at the Norman Y. Mineta San Jose International Airport (hereafter "Airport"). RFP Technical Responses (RFP Section 13.3) should include detailed descriptions of the Proposer's planned management approach to all responsibilities defined in this document.

1. Authorized Activities

1.1 General

During the term of the Executed Agreement, the Contractor shall be responsible for the effective and efficient management of on-demand ground transportation services available at the Airport. Contractor shall be responsible for the following in connection with the Airport On-Demand Ground Transportation System: dispatching, supervision, training, vehicle and driver inspections, data collection and report submission, maintaining a high level of customer service, consistent enforcement of Airport rules and regulations, adherence to Performance Standards, on-demand ground transportation traffic control, lost and found management, complaints management, and the maintenance of staging facilities and staging and loading areas. During the course of its activities at the Airport, Contractor shall maintain open and honest communication with all stakeholders in the Airport on-demand ground transportation system, including customers, drivers, company owners, Airport and City staff. Contractor shall render such services as may be requested by City and are more fully set forth in this document.

1.2 Operational Requirements

Hours of Operations

Contractor shall operate the Airport on-demand ground transportation system from 5:00 am to midnight, or until one (1) hour after the last Airline flight has landed and all passengers requiring taxi service have been served. If expected Airline flights are delayed or unexpected Airline flights land after midnight, Contractor is expected to have personnel available to operate the on-demand system until all passengers have been served.

1.3 On-Demand Dispatch User Set-Up

The Term of the Agreement shall be from January 1, 2015 to January 31, 2020. The City, at its sole discretion, reserves the right to extend the term of the Agreement for up to five (5) additional one-year option periods.

The period between January 1, 2015 and January 31, 2015 shall be a transitional period used for the Contractor's on-demand dispatch system set-up. The Contractor will not receive compensation or be allowed use of Airport office space or facilities during the transitional period. However, the incoming Contractor will be afforded full access to the Taxi Dispatch operation to properly prepare and be ready to assume full responsibility for contract management and dispatching taxi services on 'Day One' of the new contract effective date. The current on-demand system manager will operate the on-demand dispatch management system during this period. The incoming Contractor will not be allowed to interfere with operations of the existing manager during the transitional period. The Contractor is expected to assume management of the On-Demand Ground Transportation System on February 1, 2015

The current on-demand dispatch system has limits on the number of taxicab drivers in the system. **However, there will be no limits on the number of drivers in the system, under this Contract.** It is envisioned that the total number of drivers interested in participating in the on-demand dispatch system will exceed the capacities of the Contractor's leased spaces.

Therefore, the Contractor's responsibilities will include, but are not limited to, determining maximum numbers of vehicles for each industry (taxicab and door to door shuttle) using the on-demand dispatch system per day, identifying drivers interested in participating in the on-demand dispatch program through the taxicab and door-to-door shuttle company owners, separating the drivers into groups for purposes of rotation and providing driver and/or vehicle media necessary for daily on-demand dispatch program identification. Grouping of drivers must be completed when the contractor assumes management on the On Demand Ground Transportation System scheduled for February 01, 2015.

The Proposer must provide detailed procedures for this transitional period to include all steps necessary to prepare for the February 01, 2015 start date for the on-demand system taxicab and door to door shuttle operation.

1.4 Dispatching

As the primary duty of the Contractor, the effective management of on-demand transportation services will require an efficient and well-executed dispatch system.

The method of dispatching is at the discretion of the Proposer so long as the Proposer's dispatch plan, at a minimum, adequately provides for the prompt dispatch of vehicles, ensures the required level of customer service and maintains the requirement that at least one (1) vehicle of each transportation type (taxi, door-to-door shuttle, etc.) be available for service at each designated passenger loading zone during hours of operations. Each Proposer must prepare its dispatching plans without reliance upon any dispatch service or

coordination service provided by the City or individual transportation companies. The Management Plan shall identify in detail, the dispatch system the Proposer will use (computer assisted, radio dispatch, use of a company representative, etc.) that efficiently meets Airport passenger demand and customer service requirements. Dispatch systems must be able to dispatch drivers from the Staging Facility directly to each of the loading areas and be able to balance vehicles dispatched based on passenger activity levels.

The City may install an on-demand dispatch system, available for use by the Proposer. All Proposers must submit two cost proposals (RFP – Attachment B) (1) for use of a possible system installed by the City and (2) use of Proposer's dispatch system.

All costs of Proposer's dispatch system shall be at the Proposer's sole cost and expense.

The Airport has identified the following requirements that each proposal must satisfy:

1.4.1 A specific procedure for drivers entering the Airport to service the on-demand passengers shall be established, including detail of the procedures and personnel involved in each step from entering the Airport, queuing in the designated staging area, dispatch to a loading area, arrival at the loading area, and leaving the Airport with the passenger.

1.4.2 A clearly defined method of communication between the Proposer, companies and drivers to effectively manage the supply of on-demand vehicles at the Airport. Any technologies, staff, and procedures that would be used in this process must be fully detailed.

1.4.3 A detailed plan for managing the staging facility to demonstrate 'Best Effort' practices that driver's will not wait in excess of 30 minutes to be dispatched to a loading area. It is expected that 90% of all wait times will not exceed 30 minutes. This includes taxicab and door to door shuttle operations. It is understood there will be occasions where 30 minute wait times may not be achieved (e.g. following a significant peak in demand and a sudden drop off in required service)

1.4.4 Clear definition within the proposed Dispatch Plan on management of on-demand transportation during peak as well as non-peak periods. The proposed plan will ensure that service levels are maintained during peak and consecutive peak periods (ie. Friday evening, Sunday evening, and Monday morning).

1.4.5 A detailed plan for ensuring sufficient supply of on-demand vehicles in the event of late flights. For reference, the Airport currently has a system in

place to notify the On Demand Dispatch System provider of late flight(s). Beyond this notification, the Proposer's late flight plan should not include any reliance on Airport staff or resources.

1.4.6 Detailed plan for the training, development and supervision of Proposer's dispatch personnel to ensure that they will be courteous, knowledgeable of the San Jose metropolitan area, knowledgeable of the Airport and its amenities, provide information on other transportation services upon request by passengers, and generally promote the safe and enjoyable use of the Airport by passengers.

1.4.7 Proposer shall provide sufficient staff to maintain at least one staff member at each staging and loading area from 5:00AM until one (1) hour after the last flight has arrived to ensure all arriving passengers and customers requiring taxi service are served. The staffing may be reduced if the Proposal clearly demonstrates how all service requirements and performance standards will be maintained as required in the RFP.

1.4.8 Proposer shall visually inspect each vehicle and driver prior to dispatch to the loading area to ensure compliance with rules and regulations.

1.4.9 Proposer shall ensure compliance with all Airport Rules and Regulations, including alternative day usage requirements or other options, if proposed.

1.4.10 Proposer shall ensure that its dispatching service is provided to all on demand service providers with no favoritism towards any company, driver, or industry.

1.4.11 Proposer shall ensure compliance with applicable alternative fuel and handicap vehicle availability, rules and regulations.

1.4.12 Proposer shall include a detailed emergency plan to ensure that on demand ground transportation services are available in the event of an emergency at the Airport. Examples of potential emergencies include aircraft incidents, natural disasters, severe weather, and airline or airspace events that could lead to large numbers of delayed, cancelled or diverted flights.

1.5 Customer Service

To maintain and protect a positive image and pleasurable travel experience on behalf of the City, Contractor shall be required to provide excellent customer service to all Airport users. The Airport has identified the following requirements that each proposal must satisfy.

1.5.1 Proposer's dispatch personnel shall ensure that all drivers are fully informed of Airport Rules & Regulations and Customer Service Standards associated with the Ground Transportation Program and required by the Airport to ensure driver compliance and an excellent level of customer service is provided to all customers (i.e. courteous greeting, assistance with baggage, professional conduct, etc) and assist drivers as necessary. The Dispatch Company will consistently remind drivers of the customer service standards to be met.

1.5.2 Proposer's dispatch personnel shall inform passengers of other available modes of transportation, when appropriate, and not give preferential treatment to any driver, company or industry.

1.5.3. Proposer's dispatch personnel shall be knowledgeable of the San Jose metropolitan area.

1.5.4 Proposer's dispatch personnel shall be knowledgeable of the Airport, its tenants, and available amenities.

1.5.5 Proposer shall clearly define any training, policies or procedures, staff and technologies that will be used to ensure excellent customer service, including how it will be monitored and measured.

1.5.6 Proposer shall clearly define its method for handling Airline vouchers and the assurance that airline requests for service, even with preferred drivers or companies, are properly serviced.

1.6 Reporting

Contractor shall be required to furnish reports to the Airport to assist in the efficient oversight of Contractor's operation and the on demand ground transportation industries. All reports shall be submitted in a format acceptable to the Airport electronically and when requested in hard copy. Separate reports shall be submitted for each category of on demand transportation (e.g. taxicabs, door-to-door shuttles).

1.6.1 Daily and shift reports shall be forwarded to the Airport no later than noon (12:00 p.m.) the following business day. Monthly reports shall be forwarded to the Airport no later than noon (12:00 p.m.) on the fifth day of the following month.

1.6.2 The Airport reserves the right to require the Contractor to submit any additional reports or data on activity levels as may be requested from time to time.

1.6.3 The Airport has identified the following minimum reporting requirements that each proposal must satisfy. The proposal shall provide sample formats of each report required below.

1.6.3.1 Daily trip log, by industry, by pick-up location, to include times in/out of staging, in/out of loading area, vehicle number, driver number and number of passengers.

1.6.3.2 Daily summary report, by industry, to include total number of trips, alternate fuel trips, handicap accessible vehicle trips, trips taken by drivers not operating on their assigned alternate day, potential administrative citation issuance and disciplinary actions for drivers and complaints. Daily summary report shall include subtotals for each terminal loading area.

1.6.3.3 Monthly summary report of daily report data, including subtotals by terminal loading area. Monthly report shall also include percent increase / decrease over same period the previous week, month and year. Monthly summary report will include graphical information showing day to day trip activity for each day of each month comparing current month to same month of previous year.

1.6.3.4 Monthly summary report to demonstrate that all drivers assigned at the Airport were managed in a non-discriminatory manner regarding the number of trips assigned to individual drivers.

1.6.3.5 Monthly report to demonstrate how many vehicles passed through the Staging Area and what percentage of vehicles exceeded the 30 minute wait time standard.

1.6.3.6 The Proposer must detail how data will be collected and stored to ensure the ability to generate historical data for future reporting periods. Data collection and storage process must be flexible to adapt to changes in reporting requirements as they may occur.

1.6.3.7 The Proposer is required to generate a comprehensive monthly report from collected data as described in this section into a format acceptable to the City. This general report will be available for public consumption and provide useful and requested information that can be shared with the Taxi industry, City Council, and Airport Staff, and others as deemed appropriate. The Proposer will cooperate with City and Airport staff to develop a report that can be accessed electronically by interested parties and offer performance metrics on requested information. The report will be made accessible via desk top applications in an open source format.

The City requires performance data related to the taxi activity in the following format(s):

- SOAP or Restful Webservice
- XML file
- CSV with commas within fields surrounded by quotation marks ("doe, john")

The report will be developed as a mutual effort between Airport Management and the On-Demand Taxi Dispatch Operator and provided on a monthly basis to include data described in Section 163

As part of the Proposer's submittal, information should be provided as to how the Proposer intends to create this required report and what format will be used.

1.7 Enforcement of Rules and Regulations

Contractor shall be responsible for enforcement of all applicable rules and regulations relating to the drivers and vehicles engaged in on-demand ground transportation, as such rules may be amended from time to time. Applicable rules and regulations shall include but not be limited to those found in the Airport Rules and Regulations, Commercial Ground Transportation Permit Rules and Regulations, as well as any applicable City, State, or Federal statutes.

Enforcement may include issuance of Administrative Citations issued by Contractor on the Airport's behalf, and other disciplinary measures used by Contractor for drivers that do not adhere to rules, regulations, policies and procedures. Contractor's management staff must be available to attend any meetings and/or hearings related to Contractor's administrative citation issuance.

Proposer shall detail any policies, procedures, staff, technologies, etc. that will be used to ensure enforcement of the applicable rules and regulations. Methods that will be used to track violations that will allow Proposer to identify trends and focus on problem areas shall be clearly defined.

Specific rules and regulations contained in the Airport Rules and Regulations include, but are not limited to:

- 1.7.1 Ensure all cabs and drivers entering the staging and loading areas meet the vehicle and dress code requirements.
- 1.7.2 No passenger waiting in excess of five minutes.
- 1.7.3 Customer service standards

1.7.4 Ensure drivers are driving on their assigned day

1.7.5 Delay or refusal of any fare.

1.7.6 Unprofessional driver conduct.

1.7.7 Adherence to "customer's choice" requirement.

1.6 Lost and Found

Contractor shall be responsible for establishing and maintaining a lost and found program. Specific minimum requirements of the lost and found program shall include a method of documentation for tracking items, claims and disposition of all items.

1.7 Complaints

Contractor shall be responsible for taking and responding to customer complaints regarding the Proposer's services. Proposer shall identify the specific staff responsible for the proper handling of the complaint program.

The Airport has identified the following minimum requirements that each proposal must satisfy.

1.9.1 Report all customer complaints to the Airport within twenty-four (24) hours of occurrence.

1.9.2. Respond to all written complaints in writing within two (2) calendar days of receipt.

1.9.3. Respond to all verbal complaints immediately and follow up in writing within two (2) calendar days.

1.9.4. Forward all complaint correspondence to the Airport within two (2) calendar days and report all complaints and resolution in monthly reports to the Airport.

1.9.5 Proposers must submit a Labor Peace Assurance Plan as a requirement of the RFP response demonstrating internal policies and procedures for managing conflicts and complaints internal to the Dispatch Company and its employees.

1.9.6 The Dispatch Company will submit a Conflict Resolution Plan that details how complaints and conflicts involving individual drivers will be managed and mitigated.

1.8 Employee Parking

Contractor employees shall park in the designated Airport Employee parking facility described in Attachment F – Exemplar Agreement. Proposer will be invoiced standard monthly fees for each employee parking permit in the facility. Current monthly fees are \$45 per permit. Fees may be adjusted during the Term of the Agreement.

No employee vehicles may be parked in the on demand dispatch staging facility or any loading areas.

1.9 Staffing and Supervision

The Proposer shall provide a staffing and supervision plan that will provide sufficient trained staff and supervisors to ensure the smooth operation of the on-demand ground transportation services at the Airport. The roles and responsibilities of the Proposer's staff shall be clearly defined. The hiring, training, compensation, benefits and discipline policies shall be described for all staff positions. Resumes of management and supervisory staff shall be included in the proposal.

The proposal shall include the Proposer's dress code for each level of staffing and will demonstrate how a professional image will be projected to the customers. Staff shall be clearly identified and recognizable by the public as dispatchers.

All staff shall wear Airport identification badges. Proposer shall pay established fees for all Airport badges, including issuance and replacement badges. Current fees are \$40 per badge for an initial badge and each badge must be renewed every two (2) years. The renewal fee is also \$40 dollars every two (2) years. Fees may be adjusted during the term of the Agreement.

Minimum requirements of the staffing plan will be as follows:

1.11.1 Supervisory management personnel shall be available at all times Proposer staff is on duty and must maintain the capability to respond in person to any of the Proposer's designated areas within five minutes.

1.11.2 Staff must be present at each required location as specified in Section 1.2 from 5:00 AM through midnight or for a period of at least one (1) hour after the last flight to ensure passengers requiring taxi service are served.

1.11.3 Proposer shall be responsible to ensure minimum staffing levels, informing the Airport of any issues as they arise. Minimum staffing includes one (1) staff at each designated area including staging and each customer loading

area and one (1) supervisor per shift.

1.11.4 Supervisors shall be available for all customer complaints, lost and found, accident and customer service situations within the timeframe defined in subsection (1.11.1) above.

1.11.5 Supervisors shall communicate with Airport staff on a regular basis.

1.11.6 Supervisors shall assist starters with enforcement of rules and regulations.

1.11.7 Proposer staff shall follow direction of Airport staff.

1.12 Lease For Use Of Premises

To assist in the Performance of the obligations under this Agreement, City will authorize Contractor to use certain space on the airport pursuant to the Lease for Use of Airport Premises (Lease) described in Attachment F– Exemplar. Contractor's rights and obligations with respect to such space are governed by that Lease, but only continue only so long as this Agreement is in effect.

Contractor will be responsible for daily upkeep and maintenance of the provided space. It shall be kept in a clean and orderly manner at all times. Beyond warranty items, Proposer shall be responsible for all maintenance, utilities and service agreements as described in the Lease.

Contractor will be required to enter into Service Agreement(s) for Fire Alarm and Life Safety equipment installed in the Staging Facility. Proposers are encouraged to contact the current company/representative for cost information: Siemens Industry, Inc.

510-589-3523

1.13 Communications

The Contractor shall maintain open and honest communication with all stakeholders to the Airport on-demand ground transportation system, including customers, drivers, company owners, Airport and City staff.

Contractor shall maintain a communication system between their staff, the companies and drivers that will ensure the required customer service levels in the RFP.

Proposer shall describe how they will allow for meaningful input from staff, drivers and companies, as well as how the Proposer will handle disputes between parties. Proposers Conflict Resolution Plan should be detailed in the proposal.

1.14 Fee Collections

Contractor must collect fees from the users (taxicab and door to door shuttle) of the on-demand dispatch system. Fees shall be collected in accordance with Proposer's Cost Proposal. Proposer shall show calculations used to set Fees.

Proposer agrees to collect fees as stated in the contract, including fees to sustain its expenses and the proposed on-demand dispatch per trip fee payable to the Airport. **The City will not assist Contractor in collecting any fees.**

1.15 Accounting

1.15.1 Audited Financial Statements – At the close of the fiscal year during the term of this Contract, Proposer agrees to provide City with its annual financial statement audited by a certified public accountant licensed to practice in the State of California.

1.15.2 Proposer must describe how they will maintain appropriate separation of accounting duties within their organization.

1.16 Performance Standards

In conducting its operations at the Airport, and in addition to the requirements set out in Attachment F – Exemplar Agreement, the performance standards listed below are the minimum acceptable service levels that must be met by the Contractor. Airport staff will conduct performance reviews with the Contractor to ensure compliance with this Agreement. The on-demand industries to be covered by this Agreement are the taxi service and door to door shuttle service.

1.16.1 At least one vehicle of each on-demand industry type shall be present and available at each designated loading area during the hours of operations.

1.16.2 No passengers shall wait in a queue in excess of five (5) minutes prior to being directed by Proposer to an on-demand vehicle.

1.16.3 All reports shall meet timeliness and accuracy requirements as established in Section 1.6, or as required by the Airport.

1.16.4 In any one-month period, Contractor will not exceed three (3) substantiated complaints regarding the Contractor's performance. A passenger/customer, Airport personnel, Airport tenant personnel, commercial ground transportation operator, or other responsible party can report complaints. The determination of whether a complaint is substantiated is at the reasonable discretion of the Director or his designee.

- 1.16.5 The Contractor shall meet all requirements for handling customer complaints and notifying the Airport as specified in Section 1.9.
- 1.16.6 Contractor shall meet all customer service requirements, including those in the Airport Rules and Regulations (Attachment F – Exemplar, Exhibit K – Airport Rules and Regulations).
- 1.16.7 Contractor will not allow any member of its staff to work on Airport property while not in compliance with established dress codes or other requirements as proposed.
- 1.16.8 Contractor will not allow any driver not in compliance with established dress codes to access the on-demand dispatch system.
- 1.16.9 Contractor will not allow any vehicle not in compliance with established standards to access the on-demand dispatch system.
- 1.16.10 Contractor shall not allow unauthorized persons in the Staging Area at any time, without Airport approval. Authorized persons shall include Airport personnel, Proposer staff, Maintenance personnel and on-demand dispatch system drivers scheduled that day for service. Drivers not scheduled to work, drivers that are not in the on demand system or members of the general public are not allowed to access the Taxicab Staging Area without Airport approval.
- 1.16.11 Contractor shall maintain the minimum staffing and training requirements as required in **Section 1.11**.
- 1.16.12 Contractor shall maintain control and direction to ensure that the number of vehicles on Airport property does not exceed the amount allowed on the staging lot and the passenger loading area(s). In addition, vehicles shall not be allowed to impede parking operations, traffic flow, or the operations of other vehicles or delivery trucks.
- 1.16.13 Contractor shall maintain all facilities, including the staging lot, any facilities thereon, and the passenger loading area(s) in a clean and well maintained manner. Contractor shall provide housekeeping, janitorial and sweeping services, as necessary, at its own cost. Proposer shall not install anything in any of the facilities, staging lot and passenger loading area(s) without Airport approval. Contractor is responsible for dealing with the effects of weather with respect to Contractor's equipment and staffing in the Proposer's authorized area(s).

1.16.14 Contractor shall ensure that all passengers are served, regardless of the destination. Drivers and dispatchers shall not delay or refuse any fare except if: a) the person requesting the service does not appear to be in a sober and orderly manner, b) the service is requested for an unlawful purpose, or c) if the vehicle is already hired. Poor customer service, delays or refusals are not allowed due to distance of fare, including short fares such as on-Airport trips or trips within 5 miles of the Airport. Contractor shall ensure that all staff adhere to the "customer's choice" requirement.

1.16.15 Contractor shall not give preferential treatment to any driver, company or industry while performing the duties of this Agreement.

1.16.16 Contractor shall limit the waiting time of drivers in the staging area to 30 minutes and will maintain a detailed plan to ensure this standard is consistently met to the extent possible. It is expected that this standard will be met at least 90% of the time. Proposer may change alternate day authorizations or use other remedies to ensure the 30 minute waiting period with prior approval from the Airport.

1.16.17 Contractor will provide identification media to drivers for display on vehicles, at a minimum. Media must be approved by the Airport.

1.16.18 Contractor may not install signage at any of Proposer areas without Airport approval.

1.17 Liquidated Damages

The City requires the successful Proposer, as part of this RFP and the Agreement to meet certain performance standards. In addition, the Proposer may propose various performance standards that are above the minimum standards listed in this RFP. To ensure that performance standards listed in Section 1.16 are met, the successful Proposer may be responsible to pay the City liquidated damages as contained in Attachment F – Exemplar Agreement if performance is not met. The determination as to whether performance has been met adequately is at the reasonable discretion of the Director of Aviation or designee.